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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

23 February 1988

MEMORANDUM FOR THE RECORD

SUBJECT: Discussion with Barry Kelly and Jim Collins of the NSC, 22 February

Kelly considers most Estimates too long and difficult to read. Although he is uncertain about which area officers on the NSC read Estimates, he is positive that General Powell and Ambassador Negroponte rarely if ever see them. When I explained that Negroponte had asked me to start sending him Key Judgments, Kelly seconded the notion. We agreed that so as not to short circuit the system, I would send them through Kelly's office for onward delivery to Negroponte. He also urged that I append a buck slip explaining why I believe Negroponte should read the Key Judgments. (If this routing doesn't work, we can send them directly to Negroponte.)

Kelly agreed with others I have talked to that typescripts are often uniquely valuable. They are aimed at a particular policy decision, and they are usually timely. He did note that the distribution of typescripts was confusing. He believed all of them filtered through his office, though he was uncertain. (Note to Sara: It would help Kelly if all typescripts were sent both directly to the requesting customer as well as to Kelly. Kelly's copy should indicate who else has received copies.)

Collins said that he received the NIC menu from time to time--one was published last week--and found it useful. He also wanted us to find a way of indicating who else on the NSC if anyone had received copies. If area offices have received copies, Collins will stop taking the book apart and sending them pertinent portions.

Both Kelly and Collins thought the quality of the Estimates was generally good. If they were aimed at the Assistant Secretary level in the Departments or Special Assistant level at the NSC, then they were probably hitting their target audience. But if they were aimed at General Powell or Ambassador Negroponte, they were much too long and often not sufficiently relevant to their daily workload.


David D. Gries

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